United Nations A/63/6 (Prog. 26)*

General Assembly

Distr.: General
12 May 2008

Original: English

Sixty-third session
Item 122 of the preliminary list**
Programme planning

Proposed strategic framework for the period 2010-2011

Part two: biennial programme plan

Programme 26
Jointly financed activities

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* Reissued for technical reasons.
** A/63/50.

08-28282* 200508

A. International Civil Service Commission

Overall orientation

26.1 By its resolution 3357 (XXIX), the General Assembly established the International Civil Service Commission (ICSC) for the regulation and coordination of the conditions of service of the United Nations common system. Under its statute, the Commission is a subsidiary organ of the Assembly. It performs its functions in respect of the United Nations and of those specialized agencies and other international organizations that participate in the United Nations common system. In the exercise of its functions, the Commission is guided by the principle set out in the agreements between the United Nations and the other organizations, aiming at the development of a single unified international civil service through the application of common personnel standards, methods and arrangements. The Commission is further mandated through Assembly resolutions 51/216 and 52/216 to play a lead role in the development of innovative approaches in the field of human resources management as part of the overall reform currently taking place in the organizations of the common system.

Objective of the Organization: To coordinate and regulate the conditions of service of the United Nations common system as mandated by the General Assembly in its resolution 3357 (XXIX) of 18 December 1974

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Maintenance of a high quality of substantive service to the Commission	(a) (i) Positive assessment by the Commission of the policy recommendations submitted on the human resources management system (ii) Percentage of recommendations adopted by the Commission
(b) Effective, flexible and simplified payment and benefits systems under the Noblemaire and Flemming principles that meet the requirements of the organizations	(b) Maintenance of the percentage of recommendations on the pay and benefits systems adopted by the Commission
(c) Improved methodology for cost-of-living measurements	(c) Maintenance of the percentage of proposals for cost-of-living measures approved by the Commission
(d) Up-to-date post adjustment classifications and rental subsidy thresholds and mobility/hardship classification for the United Nations common system	(d) (i) Maintenance of the time between the request for surveys and the carrying out of cost-of-living surveys, and the number of duty stations reviewed for hardship and mobility classification (ii) Maintenance of the completion rate of all requests for hardship classification of field duty stations (250 per year)

(e) Up-to-date daily subsistence allowance rate system	(e) Maintenance of the time required to implement changes in the subsistence allowance rate system

Strategy

26.2 To accomplish its objectives, the Commission's programme of work includes the following: (a) to develop further and to strengthen a common system of salaries, allowances and benefits under the Noblemaire and Flemming principles; (b) to equalize the purchasing power of salaries worldwide through post adjustment classifications; (c) to develop and maintain equitable job evaluation and other human resources management systems; (d) to provide guidance and advice on their administration; and (e) to provide substantive support to Member States and common system organizations (including staff) in the reform and maintenance of a coherent and effective human resources management system more closely aligned with the achievement of organizational goals and objectives.

B. Joint Inspection Unit

Overall orientation[1]

26.3 According to the statute of the Joint Inspection Unit (see General Assembly resolution 31/192, annex), the Inspectors have the broadest powers of investigation in all matters bearing on the efficiency of services and the proper use of funds and provide an independent view through inspection and evaluation aimed at improving management and methods and at achieving greater coordination between organizations. The Unit is to satisfy itself that the activities undertaken by the organizations are carried out in the most economical manner and that optimum use is made of resources available for carrying out those activities.

26.4 In accordance with article 1 of its statute, the Unit shall perform its functions in respect of and shall be responsible to the General Assembly and similarly to the competent legislative organs of its participating organizations.

26.5 On the basis of its statute, the Unit uses three management tools for the implementation of results-based management, namely, its programme of work (article 9), its annual report (article 10) and its biennial budget (article 20). The first and second are submitted in its annual report, which is published as a supplement through which the Unit reports on its performance, which is assessed by the General Assembly.

26.6 In accordance with article 19 of its statute, the Unit shall be assisted by an Executive Secretary and by such staff as may be authorized in accordance with article 20 of the statute.

26.7 As established in the follow-up system of the Joint Inspection Unit and endorsed by the General Assembly in its resolution 54/16, in order for the Unit's reports to be thoroughly and effectively utilized by the legislative organs of

[1] Following the normal format, a strategy paragraph is included after the log frame. However, in the case of the Joint Inspection Unit, none was provided.

participating organizations, the recommendations included in those reports must be: (a) directed at correcting clear deficiencies with practical, action-oriented measures to solve significant problems; (b) convincing and well supported by the facts and analysis in the report; (c) realistic in terms of implied resource commitments and technical capabilities; (d) cost-effective; and (e) specific regarding actions to be taken, and those responsible for taking actions, so that implementation and resulting impact can be clearly tracked, that is according to SMART (specific, measurable, attainable, relevant and time-bound) mandates. The Joint Inspection Unit secretariat has an important role to play in assisting the Unit in this regard and in monitoring the degree of acceptance and implementation of the recommendations after they are issued, for disclosure in the annual report of the Unit.

Objective of the Organization: To assist the Unit to improve management, to ensure optimum use of available resources and to achieve greater coordination between the participating organizations of the United Nations system

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased ability of Member States and secretariats of participating organization to make decisions, based on independent evaluations and inspections, which improve the efficiency, effectiveness and relevance of the subprogrammes/programmes	(a) (i) The rate of acceptance of recommendations by the participating organizations (ii) The number of reports, notes and management letters issued during the biennium
(b) Effective monitoring of the steps taken by the participating organizations to ensure timely and informed consideration of JIU reports and their recommendations by the legislative organs	(b) (i) The number of organizations that have established follow-up system on JIU reports, notes and their recommendations (ii) The rate of acceptance of recommendations by the participating organizations (iii) The number of reminder notices to be sent by the Unit and acted upon by participating organizations

C. United Nations System Chief Executives Board for Coordination

Overall orientation

26.8 The United Nations System Chief Executives Board for Coordination (CEB) is responsible for promoting coherence, cooperation and coordination in the policies, programmes and activities of the United Nations system organizations in accordance with their respective mandates and in response to decisions of intergovernmental bodies. The Board, which is composed of the Secretary-General and the executive heads of all organizations of the United Nations system, replaced the former Administrative Committee on Coordination (established in 1946 by the Economic

and Social Council in its resolution 13 (III)). CEB established two high-level committees to assist it: the High-level Committee on Programmes, whose central role is to develop concerted and effective policies, strategies and guidance for the United Nations system to meet emerging challenges and issues relating to international cooperation and development; and the High-level Committee on Management, which elaborates policy and provides guidance to the organizations of the system on administrative and management questions with system-wide relevance, promotes inter-agency cooperation and coordination on such issues and helps with the management of the common system of pay and benefits.

26.9 In 2007, under the leadership of the Secretary-General, CEB undertook a review of its role and functioning. The Board agreed on the need for strengthening its structure to be able to address programme, management and operational activities. In this regard, it is expected that prior to the biennium 2010-2011, the Board will have established the United Nations Development Group as the third pillar in the CEB structure, responsible for the coordination of country level development operations.

26.10 In the biennium 2010-2011, CEB will continue to strengthen its integrated approach among the High-level Committee on Management, the High-level Committee on Programmes and the United Nations Development Group. The Board will continue to focus on accelerating progress in the implementation of internationally agreed development goals, including those contained in the United Nations Millennium Declaration and the outcomes of the major United Nations conferences and international agreements since 1992. To this end, CEB will ensure greater coherence among the organizations of the system. Its efforts system-wide will continue to be concentrated on: deepening understanding of global issues and improving knowledge management; achieving an inclusive, purposeful mobilization of all resources and capacities; and helping to increase transparency and accountability. The Board will continue to devote its energy and efforts to strengthen the support of the system for the implementation of the triennial comprehensive policy review of operational activities for development of the United Nations system and the sustainable development of Africa within the overall framework of the New Partnership for Africa's Development and will actively support the mainstreaming of both climate change considerations in the work of United Nations system organizations and a gender perspective in the design, implementation, monitoring and evaluation of the policies and programmes of the system. CEB will also continue to enhance and monitor the effective coordination of system-wide efforts against hunger and poverty. The Board will also continue its efforts to ensure the security and safety of United Nations system personnel, including by enhancing system-wide support for an effective and unitary security management system. It will work on furthering cooperation in advancing accountability and transparency in the work of the organizations of the United Nations system; in strengthening human resource management; in supporting efforts to reform the common system; in utilizing information and communication technology for better management and better programme delivery; and in promoting best practices and lessons learned in the area of management and in policy development and programme delivery through, inter alia, harmonized business practices and improved platforms for knowledge-sharing. CEB will focus all its efforts on ensuring the common goals of a timely and results-based response to the policy directions and mandates of Member States.

Objective of the Organization: To leverage the full capacity of the organizations of the system to deliver better results in response to intergovernmental mandates and emerging challenges

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced horizontal cooperation among member organizations in response to the decisions of intergovernmental bodies	(a) (i) Increased number of coherent initiatives by the United Nations system (ii) Number of joint or complementary programmes and projects with strategic impact, task-specific inter-agency networking, time-bound working groups and other facilitating initiatives and activities to strengthen system-wide follow-up to intergovernmental decisions
(b) Enhanced coherence, efficiency and cost-effectiveness of the United Nations system of organizations	(b) Increased number of coordinated system-wide responses to ICSC initiatives, staff management issues, financial and budgetary matters and oversight reports
(c) Improved knowledge-sharing within the system as well as with Member States and more efficient utilization of information technologies within the United Nations system	(c) Continued reduction of new applications, common platforms and knowledge-sharing networks in use and shared by programmes within the United Nations system and with Member States and inter-agency sharing of Intranets

Strategy

26.11 During the biennium 2010-2011, the high-level committees, in support of CEB, will actively engage the organizations of the United Nations system within a joint framework to pursue strategic actions pertaining to the promotion of global, regional and country-level coherence within the work of the United Nations system, and management and administrative issues to enhance the capacity of the organizations by the coherent and coordinated use of resources, capacities and knowledge. The High-level Committee on Programmes will focus on promoting greater synergy in the policies and programmes of the organizations of the United Nations system so as to enhance the system's overall impact on helping countries meet the internationally agreed development goals, including the Millennium Development Goals. The United Nations Development Group will continue to promote coherent and effective oversight and guidance with regard to country-level operations. As necessary, the Committees will draw on inter-agency networks and task forces to strengthen linkages between the normative and operational work of the system and to ensure that the main horizontal policy themes — sustainable development, human rights and gender — are taken into account in decision-making. The High-level Committee on Management will continue to focus on inter-agency cooperation to reinforce measures for the security and safety of United Nations system personnel, including by strengthening the "security management system"; promote accountability and transparency across the system; and disseminate best practices, modern management approaches and partnerships in all

areas of management, including human resources, procurement, legal issues and finance and budget management. In the area of information and communications technologies, the Committee will continue the elaboration and implementation of the United Nations system strategic framework for information and communications technology, focusing on such areas as knowledge-sharing; enterprise resource planning systems and payroll; information and communications technology governance, best practice and business case development; service sourcing; inter-agency connectivity; common application solutions and information and communications technology training for senior officials; strengthening inter-agency cooperation in this area and supporting the work in the programme, management and administrative areas through new technological tools.

Legislative mandates

A. International Civil Service Commission

General Assembly resolutions

3357 (XXIX)	Statute of the International Civil Service Commission
51/216 and 52/216	United Nations common system: report of the International Civil Service Commission

B. Joint Inspection Unit

General Assembly resolutions

31/192	Statute of the Joint Inspection Unit
50/233, 57/284 A and B, 58/286, 59/267, 60/258, 61/238 and 62/226	Joint Inspection Unit
61/260	Programme of work of the Joint Inspection Unit for 2007

C. United Nations System Chief Executives Board for Coordination

Economic and Social Council resolution and decision

13 (III)	Coordination Committee
2001/321	Further consideration of the annual overview report of the Administrative Committee on Coordination